

## **FOGARTY INTERNATIONAL CENTER**

### **Workforce Plan: FY 2002 – FY 2003**

FIC's core mission and leadership challenge is to reduce the deepening global disparities in health through science, both as a humanitarian imperative and an instrumental means of reducing poverty. Improving the health status of populations at home and abroad requires a continuing commitment to basic science as well as rigorous clinical, behavioral, and applied studies. To address these needs, FIC forges collaborations with a range of domestic and international partners to pursue three core objectives. The first is to accelerate the pace of discovery and its application by enabling scientists worldwide to generate and share data sets, patient cohorts or special environments and the tools for data analysis. The second is to engage and assist both young and established U.S. investigators to address scientific challenges related to global health and pursue collaborative research in and with the international community. A third and essential objective is to promote the development of highly trained foreign investigators in low- and middle-income countries. These individuals will ideally be positioned to collaborate with U.S. scientists to enhance understanding of disease pathogenesis, anticipate disease trends, or develop interventions of mutual benefit. These objectives are further outlined in FIC Strategic Plan: FY 2002-2003 Reducing Disparities in Global Health.

1. What skills are currently vital to the accomplishment of the agency's goals and objectives?

To carry out these objectives, it is necessary for FIC to recruit and retain a scientifically diverse workforce. The composition of the FIC workforce has changed significantly over the past several years as the Center has developed targeted programs to meet specific objectives. Physicians; basic scientists, including molecular biologists; epidemiologists; bioethicists; and health economists are vital FIC resources. As new programs are developed, other disciplines will be required, such as physicians with expertise in the design and conduct of clinical trials, geneticists, nutritionists, and behavioral scientists. In support of our global mission, the U.S. foreign service and the diplomatic community are key in advancing health research objectives in the international area, and particularly in the developing world. As such, it is necessary to recruit staff with skills in international relations and experience in the formulation and implementation of foreign policy. We also need to maintain a strong administrative support system, including state-of-the-art information technology, to meet the increased demands of new programs and staff and to ensure appropriate stewardship and accountability of resources.

2. What changes are expected in the work of the agency (e.g., due to changes in mission/goals, technology, new/terminated programs or functions, and shifts to contracting out)? How will this affect the agency's human resources? What skills will no longer be required, and what new skills will the agency need in the next five years.

In addition to the changes that have occurred as described in #1 above, we expect a shift in the skills needed for support positions. We no longer expect to recruit entry level clerical personnel who perform routine support duties such as answering phone calls, greeting visitors, and word processing. New skills that we envision include staff with advanced IT knowledge and who have the capability to manage multiple projects. An example where new hires will be required to have sophisticated computer skills is in our International Services Branch which is responsible for the visa and immigration process for over 3500 foreign scientists who come to the NIH for research. As we expect the numbers for both hires and trainees to increase, it has become necessary to move from a mainframe computer system to desktop support where immigration specialists can process immigration and pay documents more efficiently.

3. What recruitment, training, and retention strategies are being implemented to help ensure that the agency has, and will continue to have, a high-quality, diverse workforce?

The Center will continue to evaluate the need to use recruitment, training, and retention strategies, such as recruitment and retention bonus authorities and telework programs, to recruit and retain a diverse staff. The Center also participates in such programs as the AAAS Fellowship Program to supplement the Center's skill base to develop and implement new programs.

4. How is the agency addressing expected skill imbalances due to attrition, including retirements over the next five years.

Based on a review of past attrition and expected turnover including retirements, the Center does not anticipate an imbalance in the skill mix.

5. What challenges impede the agency's ability to recruit and retain a high-quality, diverse workforce?

Our primary impediment to recruiting and retaining, particularly at the scientific program level and non-scientific professionals, such as lawyers with international policy and technology transfer experience and foreign policy experts, is the General Schedule pay system and hiring process. For this reason we encourage that the added flexibility of the Title 42 system continue.

6. Where has the agency successfully delegated authority or restructured to reduce the number of layers that a programmatic actions passes through before it reaches an authoritative decision point (e.g., procuring new computers, allocating operating budgets, completely satisfying a customer's complaint, processing a benefits claim, and clearing controlled correspondence? Where the can the agency improve its processes to reduce the number of layers that a programmatic action passes through

before it reaches an authoritative decision point? Please provide at least two examples of each.

To improve administrative services in support of science, there are ongoing efforts to review and delegate various authorities to lower levels in the Center. A recent example is the establishment of awards budgets for the Division/Office/Branch levels and the related delegation of authority to approve quality step increases and cash awards to the heads of these organizations. In addition, due to the increased scope of FIC programs and the number of partner agencies with which we work, the demand for international travel has increased significantly. To more effectively manage the Center's travel budget and needs, travel budgets were established for individual FIC units.

7. What barriers (statutory, administrative, physical, or cultural) has the agency identified to achieving workforce restructuring?

Since most staff are not eligible for retirement nor have given any indication that they are seeking employment outside the government, the Center has not identified any barriers to achieving workforce restructuring. However, from an NIH-wide perspective, early retirement authority/buyouts could potentially be helpful in achieving restructuring.

## FIC Hiring Plans for FYs 2002/2003

	FY 2002	FY 2003	Total
<b>INTRAMURAL</b>			
Senior Investigators <sup>1</sup>	0	0	0
Investigators <sup>1</sup>	0	0	0
Other MD/PhDs, in FTE positions	0	0	0
Other MD/PhDs in non-FTE positions (IRTA, VF)	0	0	0
Other lab/clinical staff => GS-13	0	0	0
Other lab/clinical staff =< GS-12	0	0	0
Admin/support staff => GS-13	0	0	0
Admin/support staff =< GS-12	0	0	0
Infrastructure support => GS-13	0	0	0
Infrastructure support =< GS-12 <sup>2</sup>	0	0	0
Summer and other temps not listed above (include summer IRTAs)	0	0	0
<b>TOTAL INTRAMURAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXTRAMURAL</b>			
HSAs/SRAs and other senior level science administrators => GS-13	4	4	8
Other science administration positions =< GS-12	3	1	4
Grants Management and R&D Contract Staff => GS-13 <sup>3</sup>	0	0	0
Grants Management and R&D Contract Staff =< GS-12 <sup>3</sup>	1	0	1
Administrative and support staff => GS-13	2	2	4
Administrative and support staff =< GS-12	5	3	8
Infrastructure support => GS-13	0	0	0
Infrastructure support =< GS-12 <sup>2</sup>	0	0	0
Summer and other temps not listed above	0	0	0
<b>TOTAL EXTRAMURAL</b>	<b>15</b>	<b>10</b>	<b>25</b>
<b>IC TOTAL</b>	<b>15</b>	<b>10</b>	<b>25</b>
<sup>1</sup> Using OIR professional designations			
<sup>2</sup> Include all wage grade positions related to infrastructure in this group			
<sup>3</sup> Includes 1101, 1102, 301 and 303 series where individual is engaged in these activities on a full-time basis.			